

**Appendix-73**  
**Resolution No. 38 {38-1 [38-1-8(1)]}**



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**DEPARTMENT OF FINANCE AND BUSINESS ECONOMICS**

**SEMESTER-II**

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# BACHELOR OF MANAGEMENT STUDIES

## COURSES OFFERED BY DEPARTMENT OF FINANCE AND BUSINESS ECONOMICS, Faculty of Applied Social Sciences and Humanities

### Category I

[UG Programme for Bachelor in Management Studies (Honours) degree in three years]

### DISCIPLINE SPECIFIC CORE COURSE -4 (DSC-4)– : COST AND MANAGEMENT ACCOUNTING

#### CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Cost & Management Accounting (DSC-4)	4	3	1	0	Class XII Pass	NA

#### Learning Objectives

The Learning Objectives of this course are as follows:

- The rapidly changing business environment requires managers to make informed decisions.
- This paper will equip the students with cost and management accounting concepts, techniques and practices which will help them in planning and controlling business operations and management decision making.

#### Learning Outcomes

The Learning Outcomes of this course are as follows:

- Understand and distinguish various types of costs in manufacturing and service organizations.
- Determine the costs of products and services.
- Identify relevant costs for decision making and undertake different analysis of various types of decisions.
- Prepare budgets and analyse variances from standard cost to identify areas in need of control.

## **SYLLABUS OF DSC-4**

### **Unit 1: Nature, Scope of Management Accounting (3 Weeks)**

Meaning, nature and scope of Cost Accounting and Management Accounting; Comparison between Cost Accounting & Management Accounting; Cost Control, Cost Reduction & Cost Management, Components of Total Cost & Preparation of Cost Sheet. Cost Ascertainment: Cost Unit and Cost Center. Overheads: Meaning, Cost Drivers, Accumulation, Allocation, Apportionment and Absorption.

Classification of Costs: Fixed, Variable, Mixed Cost; Product, and Period Costs; Direct and Indirect Costs; Relevant and Irrelevant Costs; Shut-down and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical/Implicit Costs and Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs.

### **Unit 2: Cost-Volume-Profit Analysis (5 Weeks)**

Absorption Costing and Marginal costing, Contribution. Profit Volume Ratio, Break-even Analysis: Break-even Point, Composite Break-even Point, Cash Break-even Point, Margin of safety. Angle of Incidence.

Relevant Costs and Decision Making such as: Key Factor, Pricing, Product Profitability, Dropping a product line, Make or Buy, Export Order, Shut down vs. Continue operations.

### **Unit 3: Budgets and Budgetary Control (3 Weeks)**

Meaning, Steps in Budgetary Control, Types of Budgets: Sales budget, Production Budget, Raw material consumption Budget, Raw Material Purchase Budget, Overhead Budgets, Cash Budget, and Master Budget. Fixed and Flexible Budgets, Zero based budgeting.

### **Unit 4: Standard Costing and Variance Analysis (3 Weeks)**

Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material Cost Variance, Price and Usage Variance and Mix and yield Variance; Labor Cost Variance, Rate and Usage Variance, Idle time, Mix and Yield variance.

### **Unit 5: Contemporary Issues in Cost Accounting and Management Accounting (1 Week)**

Introduction to the concept of Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

**Practical component (if any) - NIL**

**Essential/Recommended Readings:** Latest editions of the following to be used:

1. Horngren's Cost Accounting: A Managerial Emphasis. Pearson.
2. Arora, M.N. (2016) A Textbook of Cost and Management Accounting. Vikas Publishing House Pvt. Ltd.

3. Maheshwari, S.N. and Mittal, S.N. (2016) Cost Accounting: Theory and Problems. Shree Mahavir Book Depot.

**Suggestive Readings:** Latest editions of the following to be used:

1. Arora, M.N. & Katyal Priyanka, Management Accounting: Theory, Problems & Solutions, Himalaya Publishing House
2. Lal, Jawahar. Advanced Management Accounting: Text, Problems & Cases, Sultan Chand & Company Ltd.

Note: Latest edition of the readings may be used.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE CORE COURSE – 5 (DSC-5):

### Credit distribution, Eligibility and Prerequisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Microeconomics (DSC 5)	4	3	1	NIL	CLASS XII PASS	NIL

### Learning Objectives

The Learning Objectives of this course are as follows:

- To learn application of micro economic concepts and techniques in evaluating business decisions taken by firms.
- To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

### Learning outcomes

The Learning Outcomes of this course are as follows:

- Apply the knowledge of the mechanics of supply and demand to explain working of markets.
- Understand the choices made by a rational consumer.
- Explain relationships between production and costs.
- Define key characteristics and consequences of different forms of markets.

### SYLLABUS OF DSC- 5

#### Unit 1: Demand, Supply and Market Equilibrium

(3 Weeks)

Individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply; Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply.

**Unit 2: Theory of Consumer Behaviour****(4 Weeks)**

Cardinal utility theory; ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods).

**Unit 3: Producer and Optimal Production Choice****(4 Weeks)**

Optimizing behaviour in short run (product curves, law of diminishing margin productivity, stages of production); optimizing behaviour in long run (isoquants, isocost line, optimal combination of resources); traditional theory of cost (short run and long run); modern theory of cost.

**Unit 4: Market Structures****(4 Weeks)**

Perfect competition: basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, monopoly: basic features, short run equilibrium, long run equilibrium, comparison with perfect competition, welfare cost of monopoly; price discrimination; monopolistic competition: basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity; oligopoly kinked demand curve model, dominant price leadership model.

**Practical component (if any) - NIL**

**Essential/recommended readings**

1. Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press
2. Pindyck, Rubinfeld and Mehta (2009). Micro Economics (7th Edition) Pearson.

**Suggested Readings**

1. Lipsey and Chrystal (2008). Economics. (11th Edition). Oxford University Press

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## DISCIPLINE SPECIFIC CORE COURSE– 6 (DSC-6): PRINCIPLES OF MARKETING

**Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Principles of Marketing (DSC 6)	4	3	1	NIL	CLASS XII PASS	NIL

## **Learning Objectives**

The Learning Objectives of this course are as follows:

- This course aims to familiarize students with the marketing function in organizations.
- It will equip the students with understanding of the Marketing Mix elements and sensitise them to certain emerging issues in Marketing.

## **Learning outcomes**

The Learning Outcomes of this course are as follows:

- Understand the concept of marketing and related concepts.
- An in-depth understanding to various elements marketing mix for effective functioning of an organization.
- Learn some of the tools and techniques of marketing with focus on Indian experiences, approaches and cases.

## **SYLLABUS OF DSC-6**

### **Unit 1: Introduction**

**(4 Weeks)**

Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation – Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Portfolio approach – Boston Consulting Group (BCG) matrix.

### **Unit 2: Segmentation, Targeting and Positioning**

**(4 Weeks)**

Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling.

### **Unit 3: Pricing, Promotion and Marketing Channel Decisions**

**(5 Weeks)**

Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price. Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers.

### **Unit 4: Marketing of Services**

**(2 Weeks)**

Unique characteristics of services, marketing strategies for service firms – 7Ps.

## **Practical component (if any) - NIL**

## **Essential/recommended readings**

1. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
2. Kotler, P. & Keller, K. L.: Marketing Management, Pearson. (15th Edition)

## **Suggestive readings**

1. Ramaswamy, V. S. & Namakumari, S.: Marketing Management: Global Perspective- Indian Context, Macmillan Publishers India Limited.

## COMMON POOL OF GENERIC ELECTIVES (GE) COURSES

### GENERIC ELECTIVES (GE-7): FAMILY BUSINESS

#### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Family Business and Management (GE 7)	4	3	1	NIL	CLASS XII PASS	NIL	Department of Finance and Business Economics

#### Learning Objectives

The Learning Objectives of this course are as follows:

- Students will develop an understanding of the dynamics of joining a family firm
- Explore and secure values and opportunities within the family business.

#### Learning outcomes

The Learning Outcomes of this course are as follows:

- To understand the various concepts of family business.
- Plan the growth and sustainability of family business.
- Describe the government support available for business.

#### SYLLABUS OF GE-7

##### Unit - 1: Family-Owned Business

(4 Weeks)

Define family-owned business, nature, importance, and uniqueness of family

business. Classic systems of a family enterprise (the family system, the ownership system, the enterprise system). Governance systems (enterprise governance, family governance - family council, owner governance - ownership form); creating a governance structure. Systems approach to family interaction (triangle, scapegoat, homeostasis, boundaries). Great families in business: building trust and commitment.

#### **Unit -2: Diagnosing Family Entanglements (4 Weeks)**

Family genogram. Developing Business family's genogram, the role of genograms and family messages to understand the family system. Using the Genogram to identify family scripts and themes. Family emotional intelligence - The ECI-U Model. Circumplex model of marriage and family systems (understanding family cohesion and family flexibility), Application of circumplex model, clinical rating scale and developing circumplex model.

#### **Unit - 3: Family-Owned Business and Readiness (4 Weeks)**

Personal Readiness (Identity, Change in Capacity, Temperament, Health), System Readiness – Family (Spouse, Children, Extended Family), System Readiness – Business (Enterprise Itself, Owners, Successors), System Readiness – Social and Cultural Context (Community and Cultural Norms).

#### **Unit - 4: Succession Planning in Family-Owned Business (3 Weeks)**

Succession Planning. Advice to successes and successor. Moores and Barrett's 4L framework of family business leadership. the future of family business: new leaders of the evolution - three states of evolution - continuity and culture - changing the culture - commitment planning - organic competencies and business's future - thriving through competition - institutionalizing the change.

**Practical component (if any) - NIL**

#### **Essential/recommended readings**

1. Leach, P.: Family Business: The Essentials, Profile Books Ltd.
2. Sudipt Dutta, Family Business in India, Sage Publications, 1997.

#### **Suggestive readings**

1. DeVries, M. F. K., & Carlock, R. S. (2010). Family Business on the Couch: A Psychological Perspective. John Wiley & Sons.
2. Hall, A. (2012). Family business dynamics: a role and identity-based perspective. Edward Elgar Publishing.
3. Gimeno, A., Bualenas, G. and Coma-Cros, J., Family Business Models.
4. De Pontet, S. B. (2017). Transitioning from the Top: Personal Continuity Planning for the Retiring Family Business Leader. Springer.
5. Liebowitz, B. (2011). The family in business: The dynamics of the family-owned firm. Business Expert Press.



# GENERIC ELECTIVES (GE-8): FINANCIAL PLANNING FOR INDIVIDUALS

## Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Financial Planning For Individuals (GE 8)	4	3	1	NIL	CLASS XII	NIL	Department of Finance and Business Economics

## Learning Objectives

The Learning Objectives of this course are as follows:

- To equip students with the knowledge and practical understanding of important dimensions of managing one's personal finance.
- To enable students' understand and plan their tax liabilities, investments, insurance coverage, and retirement.

## Learning outcomes

The Learning Outcomes of this course are as follows:

- Understand the fundamentals of Personal Financial Planning.
- Learn the basics of managing personal tax liabilities.
- Able to ascertain and choose appropriate insurance policies for managing personal risks.
- Appreciate the importance of choosing the right investments for managing personal finance.
- Learn the basic concepts and underlying principles for Retirement Planning.

## SYLLABUS OF GE-8

### Unit -1: Basics of Personal Finance and Tax Planning

(4 Weeks)

Understanding Personal Finance. Rewards of Sound Financial Planning. Personal

Financial Planning Process. Personal Financial Planning Life Cycle. Making Plans to Achieve Your Financial Goals. Common Misconceptions about Financial Planning. Personal Tax Planning –Fundamental Objectives of Tax Planning, Tax Structure in India for Individuals, Common Tax Planning Strategies – Maximizing Deductions, Income Shifting, Tax-Free and Tax- Deferred Income.

## **Unit -2: Managing Insurance Needs**

**(4 Weeks)**

Insuring Life – Benefits of Life Insurance, Evaluating need for Life Insurance, Determining the Right Amount of Life Insurance. Choosing the Right Life Insurance Policy – Term Life Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Group Life Insurance, Other Special Purpose Life Policies. Buying Life Insurance – Compare Costs and Features, Select an Insurance Company, and Choose an Agent. Life Insurance Contract Features. Insuring Health – Importance of Health Insurance Coverage. Making Health Insurance Decision – Evaluate Your Health Care Cost Risk, Determine Available Coverage and Resources, Choose a Health Insurance Plan. Types of Medical Expense Coverage. Policy Provisions of Medical Expense Plans. Property Insurance – Basic Principles, Types of Exposure, Principle of Indemnity, and Coinsurance.

## **Unit -3: Managing Investments**

**(4 Weeks)**

Role of Investing in Personal Financial Planning, Identifying the Investment Objectives, Different Investment Choices. The Risks of Investing, The Returns from Investing, The Risk- Return Trade-off. Managing Your Investment Holdings – Building a Portfolio of Securities, Asset Allocation and Portfolio Management, Keeping Track of Investments. Investing in Equity – Common Considerations, Key Measures of Performance, Types of Equity Stock, Market Globalization and Foreign Stock, Making the Investment Decision. Investing in Bonds – Benefits of Investing in Bonds, Bonds Versus Stocks, Basic Issue Characteristics, The Bond Market, Bond Ratings. Investing in Mutual Funds and Exchange Traded Funds (ETFs) – Concept of Mutual Funds and ETFs, Benefits of Investing in Mutual Funds or ETFs, Some Important Cost Considerations, Services Offered by Mutual Funds, Selecting appropriate Mutual Fund and ETF investments, Evaluating the performance of Mutual Funds and ETF.

## **Unit 4: Investing in Real Estate and Retirement Planning**

**(3 Weeks)**

Investing in Real Estate – Some Basic Considerations. Modes of Real Estate Investment – Raw Land, Commercial Properties, Residential Properties, Real Estate Investment Trusts (REITs) and Infrastructure Investment Trust (InvITs). Planning for Retirement – Role of Retirement Planning in Personal Financial Planning, Pitfalls to Sound Retirement Planning, Estimating Income Needs, Sources of Retirement Income

**Practical component (if any) - NIL**

### **Essential/recommended readings**

1. Randall S. Billingsley, Lawrence J. Gitman, and Michael D. Joehnk (2017): Personal

Financial Planning. Cengage Learning.

2. Susan M. Tillery, and Thomas N. Tillery: Essentials of Personal Financial Planning. Association of International Certified Professional Accountants.

#### **Suggestive readings -**

1. Introduction to Financial Planning (4th Edition 2017) – Indian Institute of Banking & Finance.
2. Sinha, Madhu. Financial Planning: A Ready Reckoner. July 2017. Mc Graw Hill

## **GENERIC ELECTIVES (GE-9) INTRODUCTION TO INTERNATIONAL BUSINESS**

### **Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Introduction to International Business (GE 9)	4	3	1	NIL	CLASS XII PASS	NIL	Department of Finance and Business Economics

### **Learning Objectives**

The Learning Objectives of this course are as follows:

- The course would introduce students to international trading and investment environment
- Create awareness about emerging issues such as outsourcing and sustainable development in the context of international business.

### **Learning outcomes**

The Learning Outcomes of this course are as follows:

- Understand the process of globalization and its impact on growth of international business.
- Appreciate the changing dynamics of the diverse international business environment.
- Analyse the theoretical dimensions of international trade as well as intervention measures adopted.
- Describe the forms of foreign direct investment and analyse benefits and costs of FDI.
- Demonstrate awareness about emerging issues in international business such as outsourcing and sustainable development.

## **SYLLABUS OF GE-9**

### **Unit 1: Introduction to International Business (3 Weeks)**

Globalization – concept, significance and impact on international business; international business contrasted with domestic business; complexities of international business; internationalization stages and orientations; modes of entry into international businesses.

### **Unit 2: International Trade (4 Weeks)**

Theories of international trade – Theory of Absolute Advantage theory, Theory of Comparative Advantage, Factor Proportions theory and Leontief paradox, Product Life Cycle theory, Theory of National Competitive Advantage; Instruments of trade control.

### **Unit 3: International Business Environment (4 Weeks)**

Role of political and legal systems in international business; cultural environment of international business; implications of economic environment for international business. International Economic Organisations: WTO- functions, structure and scope; World Bank and IMF.

### **Unit 4: International Finance and Contemporary Issues (4 Weeks)**

Types of FDI - Greenfield investment, Mergers & Acquisition, strategic alliances; benefits and drawbacks of FDI. Overview of Exchange Rate systems. Contemporary issues in international business: Outsourcing and its potential for India; international business and sustainable development.

**Practical component (if any) - NIL**

#### **Essential/recommended readings**

1. Bennett, R. International Business, Delhi: Pearson.
2. Cavusgil, S. T., Knight, G. & Riesenberger. International Business: Strategy, Management and the New Realities. Pearson India.
3. Charles, W L Hill & Jain, A. K. International Business, New Delhi: Tata McGraw Hill.

#### **Suggestive readings**

1. Daniels, J. D., Radenbaugh, L. H. & Sullivan, D. P. International Business, Pearson Education.
2. Griffin, R. W & Pustay, M. W. International Business - A Managerial Perspective. Prentice Hall.
3. Menipaz, E., Menipaz A. and Tripathi S.S. International Business : Theory and Practice. New Delhi. Sage Publications India Pvt. Ltd.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

## GENERIC ELECTIVES (GE-10) PERSONAL SELLING

### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Personal Selling (GE 10)	4	3	1	NIL	CLASS XII PASS	NIL	Department of Finance and Business Economics

### Learning Objectives

The Learning Objectives of this course are as follows:

- To familiarize the students with the concept and practice of personal selling process, techniques and methods in the modern organizational setting.

### Learning outcomes

The Learning Outcomes of this course are as follows:

- Understand the concept of personal selling and related terms.
- An in-depth understanding of various stages in the selling process and the catalytic role of sales persons in the effective functioning of an organization.
- Learn some of the tools and techniques of selling process.

### SYLLABUS OF GE-10

#### Unit 1: Personal Selling

(4 Weeks)

An overview of personal selling; functions of a sales person, characteristics of a sales person, Sales as a career. Importance and role of Personal Selling, Building trust and Sales Ethics.

#### Unit 2: Theories of Selling

(3 Weeks)

Personal Selling situations; Theories: AIDAS, Right set of circumstances theory, buying formula theory, Behavioural Equation Theory.

**Unit 3: Selling Process****(5 Weeks)**

Prospecting: Need and Methods; Pre approach: Sales Knowledge; Sales presentation: methods, elements, the approach; Handling Objections: categories and techniques; Closing the sale: techniques; Post sale follow up, Communication for Relationship Building.

**Unit IV: Sales Territory****(3 Weeks)**

Sales territory concept, reasons for establishing sales territories, procedure for setting up sales territories.

**Practical component (if any) - NIL**

**Essential/recommended readings**

1. Charles Futrell: Fundamentals of Selling, McGraw Hill (13th Edition).
2. Still, Cundiff & Govani: Sales Management, Prentice Hall of India (2nd Revised Edition).
3. Charles Futrell, ABC's of Relationship Selling through Service", McGraw Hill Publications (Latest Edition).

**Suggestive readings**

1. Rolph E. Anderson, Essentials of personal selling: the new professionalism, Prentice Hall, 1995 (3rd Edition)

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

## GENERIC ELECTIVES (GE-11) BASICS OF HUMAN RESOURCE MANAGEMENT

### Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Basics of Human Resource Management (GE 11)	4	3	1	NIL	CLASS XII PASS	NIL	Department of Finance and Business Economics

### Learning Objectives

The Learning Objectives of this course are as follows:

- The objective of this course is to help the students to develop an understanding of the concept and functions of human resource management.
- The course also aims to explore the recent practices and trends in human resource management.

### Learning outcomes

The Learning Outcomes of this course are as follows:

- Enhance the understanding of role of human resource management and explore the recent trends of human resource management.
- Develop an understanding of human resource management functions and practices.
- Enhance awareness of certain important issues in industrial relations.

### SYLLABUS OF GE-11

#### Unit -1: Introduction to Human Resource Management

(3 Weeks)

Introduction, Concept and Importance of Human Resource Management, Functions and Role of Human Resource Management; Globalization and its Impact on HR trends of Human Resource in India; Work life balance; Human Resource Information Systems; Overview of International HRM polycentric geocentric ethnocentric approaches.

#### Unit -2: Recruitment and Selection

(4 Weeks)

Human Resource Planning, Need and process, HR Forecasting Techniques Skill inventories;

Job analysis-Uses, methods, Job description & Job specifications; Recruitment: Factors affecting recruitment, internal & external sources; Selection process; Orientation: Concept and process.

### **Unit -3: Training and Development**

**(4 Weeks)**

Training: Concept, Training Process, Methods of training; Management development: Concept & Methods; Performance Management System: Concept, uses of performance appraisal, performance management methods; Career planning: Importance and stages. Compensation: Components of pay, factors influencing compensation, steps in determining compensation, job evaluation; Incentives: Importance and types; Benefits: Need, types of benefits.

### **Unit -4: Industrial Relations**

**(4 Weeks)**

Introduction to Industrial Relations; Industrial disputes: concept, causes & machinery for settlement of disputes; Employee Grievances- concept, causes, grievance redressal procedure; Discipline-concept, aspects of discipline & disciplinary procedure; Collective bargaining: concept, process, problems, essentials of effective collective bargaining.

**Practical component (if any) - NIL**

#### **Essential/recommended readings**

1. Dessler Gary, Warkkey Biju, *Human Resource Management*, Pearson.
2. Decenzo and Robbins, *Fundamentals of Human Resource Management*, John Wiley and sons.
3. Chhabra T.N, *Human Resource Management Concept & Issues*, Dhanpat Rai and company.

#### **Suggestive readings**

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time



# GENERIC ELECTIVES (GE-12) ETHICS AND GOVERNANCE IN BUSINESS

## Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course	Department offering the course
		Lecture	Tutorial	Practical/ Practice			
Ethics and Governance in Business (GE 12)	4	3	1	NIL	CLASS XII PASS	NIL	Department of Finance and Business Economics

## Learning Objectives

The Learning Objectives of this course are as follows:

- The objective of this paper is to develop skills for recognizing and analyzing ethical issues in business and to equip students with moral reasoning for ethical decision making.
- The course aims to acquaint the students with basic concept and standards of corporate governance.

## Learning outcomes

The Learning Outcomes of this course are as follows:

- Determining ethical dilemmas in common business situation and finding ways to solve it.
- Examine the role of ethics in different functional areas of business.
- Understand the importance of corporate governance in ensuring fairness, accountability and transparency in the organization.

## SYLLABUS OF GE-12

### Unit -1: Business Ethics

**(3 Weeks)**

Introduction, meaning of ethics, moral and ethics, types of business ethical issues, why ethical problems occur in business, ethical dilemmas in business; Normative theories – Egoism, Utilitarianism, Ethics of duty, Ethics of rights and justice, Virtue ethics and ethics of care; Gandhian Ethics and its relationship with normative theories.

### Unit -2: Ethical Issues in Functional Areas of Business

**(5 Weeks)**

Finance: ethical issues in accounting, finance, banking, takeovers; Whistle blowing: kinds of whistle blowing, whistle blowing as morally prohibited, permitted and required, corporate disclosure; Insider trading.

HRM: Discrimination, affirmative action and reverse discrimination; Inclusion and preferential hiring; Sexual harassment.

Marketing: Green marketing; Product recalls; Ethics and Advertising.

Production: Safety and acceptable risk; Product safety and corporate liability; Green production..

Information technology : Cyber-crime; Privacy and internet ethics

### **Unit -3: Corporate Governance**

**(4 Weeks)**

Concept, need to improve corporate governance standards, pillars of good governance; Role played by the Government as a regulator to improve corporate governance with reference to provisions introduced in the Companies Act. 2013; Board of Directors and their role in governance; Duties and responsibilities of auditors; Rights and privileges of shareholders, investor's problem and protection; Corporate governance rating process and parameters.

### **Unit -3: Corporate Governance Models and Committees**

**(3 Weeks)**

Models of corporate governance; Committees on Corporate Governance: UK scenario (Cadbury Committee), US scenario (Sarbanes Oxley Act), OECD principles; Indian experience: An overview of recommendations of corporate governance committees in India - CII Code of Best Practices, Kumar Mangalam Birla Committee, Naresh Chandra Committee, Narayan Murthy Committee, Kotak Committee, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 with reference to composition and role of Board of Directors, and Role of independent directors

**Practical component (if any) - NIL**

#### **Essential/recommended readings**

1. Fernando, A.C., "Business Ethics and Corporate Governance", Pearson Education India. (Chapter 1, 2)
2. Velasquez, Manuel G., "Business Ethics- Concepts and Cases", PHI. (Chapter 1, 2)
3. Fernando, A.C., "Business Ethics – An Indian Perspective", Pearson. (Chapter 1 to, 4; 9 to 12, 14,15,18))
4. Crane, Andrew and Matten, Dirk., "Business Ethics", Oxford. (Chapter 1, 7, 8)
5. Ghosh, B N., "Business Ethics and Corporate Governance," Mc Graw Hill. (Chapter 8, 9, 11)
6. De George, Richard T., "Business Ethics", Pearson. (Chapter 3, 4, 13 to 16)
7. Sharma, J. P., "Corporate Governance, Business Ethics and CSR", Ane Books. (Chapter 12)
8. Stanwick, Peter and Stanwick, Sarah, " Understanding Business Ethics", Sage Publications. (Chapter 10)
9. Arnold, Denis G., Beauchamp, Tom L., and Bowie, Norman E., " Ethical Theory and Business", Pearson Education ( Chapter 7)

#### **Suggestive readings**

1. Fernando, A.C.- Business Ethics, Prentice Hall, Latest Edition.
2. Crane, Andrew and Matten, Dirk - Business Ethics, Oxford Publications.

3. Davies, Adrain – Best Practices in Corporate Governance (Gower), Latest Edition.
4. Fernando, A.C. – Corporate Governance :Principles, Policies, and Practices (Pearson Education).

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time